

<p style="text-align:center">The Background and On-going Reading List For Business Professionals</p>

Understanding the human condition is fundamental to both the marketing and the management “imperatives.” Each manager generates a list of background materials he or she believes to be fundamental to their understanding of people, the relationships between people and the organizations they create to achieve particular ends. There are no “absolutes” beyond the pursuit of a liberal---meaning wide ranging and comprehensive--- perspective. My list is intended to provoke discussion, flesh out alternatives, stimulate reflection. Club managers, and probably professionals in general, would benefit from this type of broad based liberal education.

My background reading list is used to prepare my management team, summer interns and “upwardly mobile internal interns” for a career in club management. The intent is to identify “the great issues” which are constants in the understanding of the universal human and organizational condition. To empathize with people, both employees and members, one needs to understand these constants. The background reading list should help one do that.

My ongoing reading list, by contrast, is a “must do” for club management professionals. These business publications keep one apprised of developments in operations, trends and current conditions in the industry. The “non-industry” readings are intended to stimulate curiosity as well as provoke “outside the club management box” thinking. To respond to “the world” one must be aware of what’s happening in that world. These readings provide that awareness.

Background Readings and “Viewings”:

1. ***Hoosiers***: a movie, but nonetheless the finest “anecdotal management experience” available on any book / movie shelf.
2. **Burmese Days**-----George Orwell.
3. **The Prince**-----Machiavelli
4. **On Human Nature**----Edward O. Wilson
5. **Consilience**---- Edward O. Wilson
6. **The Theory of the Leisure Class**--- Thorsten Veblen
7. **Civilization and It’s Discontents**---Freud
8. **The Art of Travel**---Alain de Botton
9. **Tuesdays with Morrie**---Mitch Albom
10. **The Contrarian’s Guide to Leadership**---Sample
11. **The Decline and Fall of the Roman Empire**---Gibbon
12. **Travels**--- Crichton
13. **Essays**--- Montaigne

14. The Old Testament---*Note: must be read as a revelation of the human condition and not as a religious text. This might be difficult for some and this one should therefore be considered "optional." However, I've found most of the great themes in people and organizations discussed at great length in the Old Testament. The key is how one is "mentored" through its reading.*

On-Going Reading List:

1. Two General Hospitality Magazines:
 - a. National Restaurant Association Monthly.
 - b. Restaurants and Institutions.
2. Three club industry "general readership" magazines.
 - a. Club Management Magazine
 - b. Board Room Magazine
 - c. NCA Director Magazine.
3. Three industry "newsletters" giving focused input into one's "niche market."
 - a. The Private Club Advisor.
 - b. Exclusively for the Private Club.
 - c. Club Management Perspectives.
4. A fiction book---unabridged audio books acceptable.
5. A non-fiction, non-industry book.
6. The Wall Street Journal.
7. The local newspaper.
8. A national newspaper---U.S.A. Today or New York Times.
9. Time Magazine.
10. Forbes.
11. Vanity Fair.
12. Harvard Business Review.
13. The Hoover Digest.
14. Two non-industry "personal passion" magazines.